THE QUEEN'S AWARD TO INDUSTRY 1966-1972

A special supplement to *Trade and Industry*

A battle honour for industry

THE Queen's Award to Industry—made in recognition of outstanding achievement in either export performance or technological innovation, and sometimes for a combination of both—has been described as 'a battle honour for industry'. The comparison is apt; just as battle honours are won by team spirit allied to gifted and energetic leadership, so the Queen's Award is won not just by the management of a successful enterprise but by the organisation as a whole.

Like a battle honour, the Award is not easily come by. Since the inception of the scheme seven years ago, nearly 9,000 applications from organisations of all types and sizes throughout the United Kingdom have been made. Yet only 688 Awards have been granted—an average of just under 100 every year and a clear indication of the high standard of performance demanded.

To receive a Queen's Award is, therefore, rather like joining a select club, a point not lost on the many firms who, fully alive to the prestige that automatically accompanies an Award, apply again and again. Many firms have received Awards more than once, and quite a number of these now hold three or more, as a glance at the accompanying table shows.

What do these regular applications get out of the scheme, to make them so consistently enthusiastic? As far as one organisation is concerned the incentives are spelt out in detail in the article by A. L. Craven, managing director of Medelec Ltd. on page ix of this supplement. But in general, the cachet of an Award lies in the first place in the fact that it is a Royal honour which gives public recognition to a corporate effort by the entire work force of an Award-winning unit; and the Award is made by the Queen's representative at a ceremony attended by everyone who has contributed to the achievement.

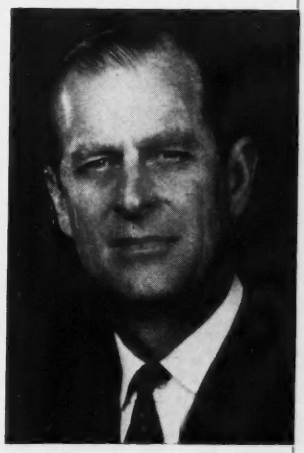
Valuable boost to morale

This occasion obviously brings its own valuable boost to an organisation's morale, but the value of the Award does not stop at the initial enthusiasm generated in this way. The Award is formally conferred by a Grant of Appointment signed by The Queen and the Prime Minister. It takes the physical form of a stainless-steel replica of the insignia cast in a solid transparent plastic block, which remains with the winner —ideally on display to staff and visitors—for five years. During this period the flag bearing the Award emblem can be flown from flagstaffs, and the emblem reproduced on stationery and publicity material—alongside the emblems of previous Awards. Those who receive the Award are not slow to appreciate and exploit the value of all this—both to maintain *esprit de corps* internally and to promote the organisation's sales and 'image' externally. The emblem is used widely by many Award-winning organisations, not only on products, advertisements, brochures and packaging, but even on ties, cufflinks, lapel badges and brooches.

The criteria against which the Awards can be recommended are set out in full in the accompanying panel. They constitute a tough specification against which would-be applicants can measure their eligibility. But it is also worth emphasising that within this criteria, any United Kingdom organisation regardless of type or size may apply. The all-embracing nature of the scheme is illustrated by the fact that at one end of the scale the Award has been won by an electronic instrumentation company, Automatic Systems Laboratories Ltd., employing only 18 people, while at the other end individual divisions of ICI have to date notched up no less than 26 citations. The tremendous range of activity that the scheme has already encompassed is indicated by the checklist and by the illustrated case histories published on later pages.

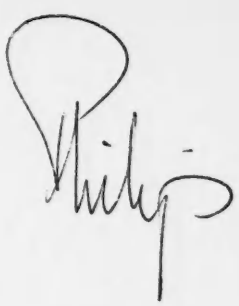
(*continued on next page*)

HRH The Duke of Edinburgh writes:



Anyone abroad, or at home for that matter, who wants a convenient list of the most active and inventive British companies need only look up the winners of the Queen's Award to Industry.

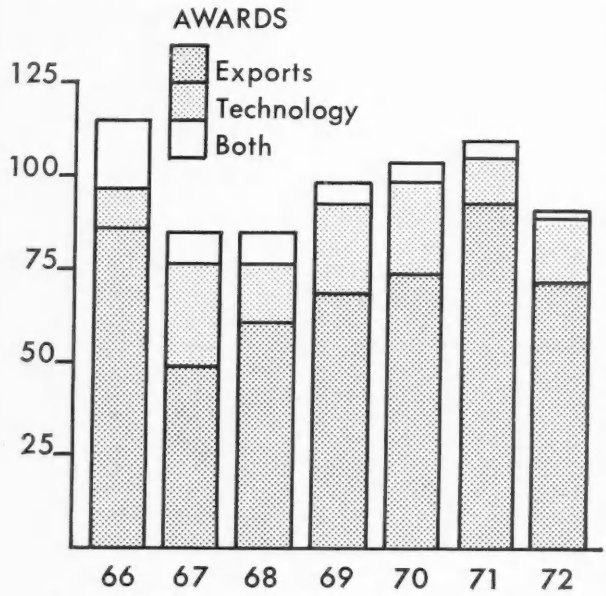
An average of about 100 companies have received the Award each year since the scheme was started in 1966. This represents about 10 per cent of the applications, so that the Award is not easily achieved and, whether it is for innovation, export performance or invisible exports, the companies concerned, from chairman to apprentice, richly deserve this recognition. Furthermore, they richly deserve all the advantages from the enhanced reputation which this honour bestows.

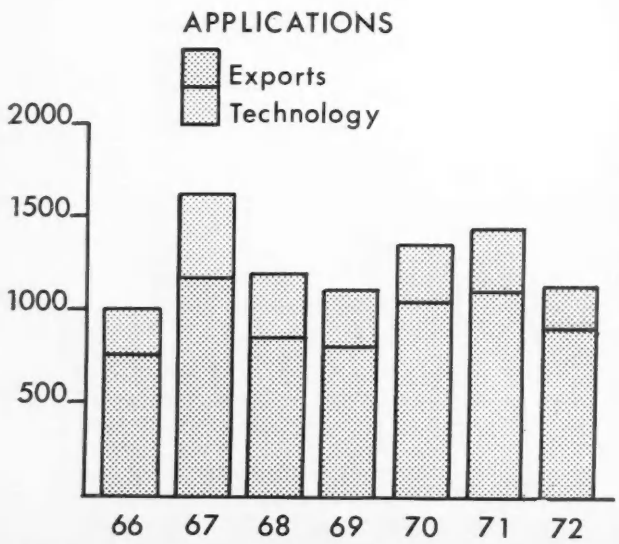


It can also be demonstrated by a look at some of the performances put up by different-size organisations in the various categories of the award. For instance, the small company of Ellison Circlips Ltd., Harden, Yorks, employ only 122 people yet increased their exports of circlips and retaining rings from £94,000 to £336,000 in the two years preceding the Award made to them in 1972. This represented an increase from 47 per cent to 69 per cent of turnover. Forty per cent of output goes to Germany, where the largest manufacturer in the field is based. As an example of a large exporting company, Rank Xerox Ltd. achieved their third Award in 1972. Exports for the year ending June 1971 reached £48.2 million, an increase of 24.5 per cent over the previous year's figure of £38.7 million, which warranted an Award in 1971. Rank Xerox has its own operating companies and branches in 25 main markets covering 36 countries.

For technological innovation, the small firm of Biorex Laboratories Ltd., research and manufacturing chemists in north London, received an Award this year for work developing and producing a breakthrough drug for the treatment of duodenal ulcers. At the other end of the spectrum, the British Overseas Airways Corporation, employing thousands, have had the technological innovation of their BOADICEA booking system recognised. The digital information computer has become a substantial export worth millions of pounds, and the system itself is constantly expanding in scope.

In the field of invisibles, the consulting engineers Sir William Halcrow and Partners doubled their export earnings in the years 1969-71. While employing relatively few people, the firm is responsible for construction works overseas that will cost over £145 million to execute. An Award, only the second to go to consulting engineers, went to them in 1972. Of the larger 'invisible' organisations, Lloyds Register of Shipping employed 2,700 in London and round the world when they received an Award in 1971. At the beginning of that year, over 75 million tons of shipping was classed with Lloyd's Register.





Consistently high numbers

Throughout its seven years, the Queen's Award to Industry scheme has attracted a consistently high number of applicants each year—usually well over the thousand mark. But it is clear that a large number of organisations, particularly small firms and those in the area of technological innovation have yet to seek recognition of their efforts. A broad check of *The Times* top 500 companies in the United Kingdom, the majority of them leading exporters, reveals that a large proportion have still to apply for an Award—though many firms have endorsed the value they place on the Award by applying many times over.

The Award was instituted by Royal Warrant in 1965 in accordance with the recommendations of a committee chaired by the Duke of Edinburgh. When the scheme was introduced it was not an intrinsically new idea—schemes for encouraging exports were operating in France and the USA—but it broke new ground in recognising the merit of developing advanced technologies.

The need to keep the criteria and the scope of the scheme under review to meet changing conditions was recognised at the outset, and five years later the Award scheme was reviewed by a committee under Lord McFadzean.* It was the McFadzean Committee which found that the Award was still 'much sought after' and likened it to a battle honour for industry. The committee considered all aspects of the scheme, and looked with sympathy on the argument that it should recognise social contributions—to labour relations, training, pollution control, for instance—by industrial units. But it came down against this, feeling that to widen the scheme in this way would blur its message.

Invisible exports included

The Committee made a number of recommendations, however, that were accepted by Government. The most important being the inclusion in the scheme of 'invisibles'. This brought in the 'exporters' of services such as banking, insurance, brokerage, transport facilities, and professional and educational services, and also tourism and the merchandising overseas of goods not manufactured by the exporter (an article on the Award for 'invisibles', by Sir Cyril Kleinwort, chairman of the Committee on Invisible Exports, appears on page xi. Another recommendation resulted in the dropping of the word 'advanced' from the technology criteria, so as to include the application of new technology as well as its initial development.

** The reports of both the 1965 and 1970 committees are available from HMSO price 14p and 15p.*

It is too early to forecast the number of applications that will arrive in The Queen's Award to Industry Office this autumn, but indications point to a large increase over last year and the promise of many new names from among those who have still to apply. The scheme has an accepted place in the changing industrial/commercial scene, and to keep pace it will be reviewed again before 1975.

The managing director of Cosalt Caravans Ltd., Mr. R. C. F. Lloyd, receives the company's Queen's Award for 1972 from the Lord Lieutenant of Lincolnshire the Earl of Ancaster, watched by the chairman, Mr. J. Carl Ross. Turnover of the caravan division increased from under £½ million in 1968 to over £1½ million in 1971. Abbey Caravans are now handled by 32 main agents and 39 dealers in the United Kingdom, and, with the increase in exports, the company sells its products through 10 firms overseas, over half the production going to European countries.

Three Awards and more

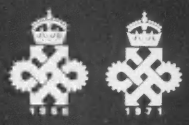
	66	67	68	69	70	71	72
Associated Television Corporation		●		●		●	
Beecham Pharmaceutical Division	●				●	●	●
Bexford	●			●		●	
British Aircraft Corporation		●	●		●		
British Copper Refiners	●		●		●		
John Brown Engineering (Clydebank)					●	●	●
David Brown Tractors	●		●			●	
James Burrough	●			●		●	
Cambridge Scientific Instruments (Electronic Probe Division)			●	●	●		
CAV	●	●		●			
Colchester Lathe		●	●			●	
Coles Cranes	●					●	●
Wm. Cotton		●	●	●	●		
Courtaulds (Research and Synthetic Fibres Divisions)			●	●	●		
Darlington and Simpson Rolling Mills	●				●		●
Decca Radar	●	●				●	●
John Dewar	●	●		●	●		
Edgar Pickering				●	●	●	
Elliott Flight Automation			●	●	●	●	
Glaxo Laboratories		●	●	●	●	●	●
Honeywell				●	●	●	
ICI Agricultural Division	●					●	●
ICI Dyestuffs Division	●		●	●		●	
ICI Pharmaceuticals Division	●	●	●	●	●		●
Joseph Lucas (Electrical)		●		●	●		
Lansing Bagnall				●	●	●	●
Lesney Products	●		●	●	●		
Marconi	●	●	●	●			
Martin Baker Aircraft	●	●	●	●			
Metals Research		●		●		●	
Mettoy	●	●		●			
Racal Mobilcal					●	●	●
Rank Taylor Hobson	●	●	●				
Rank Xerox	●					●	●
Rolls-Royce Ltd			●	●	●		
Rotax	●			●	●		
English Clays Lovering Pochin	●			●		●	
Short Bros and Harland Missile Systems Division		●	●	●	●	●	
John Walker	●	●			●		●

Parent companies of Award-winning units are not included except where they have won Awards in their own right.

The wide range of industry achieving Queen's Awards

Agricultural machinery
Agriculture, horticulture
Aircraft
Air transport
Banking
Building materials
Chemicals
Clothing, Footwear
Commodity merchants, brokers
Communications
Computers
Confirming houses
Construction
Consulting engineers
Contractors plant
Educational services
Electrical goods
Electronics
Export merchants
Films
Fishing
Food and drink
Furniture, wooden products
Generation plant
Glass
Instrument engineering
Insurance
Jewellery
Leather, leather goods
Machine tools
Mechanical handling equipment
Metal goods
Metals
Mining and quarrying
Office machinery
Paper, printing and publishing
Pharmaceuticals
Photographic equipment
Plastics, rubber manufactures
Pottery
Process engineering
Production machinery
Professional and scientific services
Radio and radar equipment
Research and development
Road transport
Shipbuilding, marine engineering
Shipping
Surgical instruments
Textile machinery
Textiles
Tourism
Toys
Utilities
Vehicles
Watches, clocks
Wires and cables

The sweet smell of success



Proprietary Perfumes Limited
International Perfumery Centre,
Ashford, Kent, England.

Doubts that need dispelling

by H. W. Sturdy, MBE, Secretary, Office of The Queen's Award to Industry

BY now The Queen's Award scheme has become well known throughout industry and commerce as an established part of the Honours system. Nevertheless a few doubts seem to exist, and these may have dissuaded some from seeking recognition of their efforts by applying for the Award. Applications are now being invited for the 1973 Award, and this seems to be an appropriate time to deal with these doubts.

One particularly prevalent impression is that the smaller company or organisation has little prospect of success in competition with the larger units applying for the Award. This is quite untrue. Small firms can be assured that they are at no disadvantage (in relation to the Award) because of their size and that particular account is taken of limited resources in assessing both their export and technological achievements. A good proportion of the Awards so far made have been granted to units with fewer than 200 employees; in fact over 25 per cent of the 1972 Awards went to organisations in this category.

Some exporters appear to have misconceptions concerning the Award criteria and therefore of the factors entering into the selection process. There are no quotas of Awards for any particular industry or geographical region. The considerations taken into account by the Committees include: the applicant's general export performance compared with that of the industry concerned; growth of exports in the first two years covered by the application and the degree to which this growth is sustained in the third and final year; the emphasis on exporting; efficiency of the export marketing organisation; market spread and built in difficulties in exporting a particular product or service.

With so many applications of a high standard it is not an easy task to select the most outstanding export achievement from the many success stories set out in the applications. The difficulties of manufacture and marketing for one product must be compared with the effort made in respect of something totally different. The wide variety of export activity of applicants includes not only the day-to-day traditional exports of manufactured goods of all kinds but many others, such as the export of prefabricated pubs, the worldwide servicing of foreign off-shore drilling rigs, the design of metallic mineral mines in Africa and the United States, acceptance of re-insurance risks for the world's jumbo jets and charter aircraft taking Hadj pilgrims to Mecca. This is but a sample indication of the extent of the task facing the Committees. Similarily assessment for Awards for technological innovation is no easier, with applications ranging from drugs to pollution control and from air-traffic control to concrete floors.

The rather lengthy application form might be regarded as an impediment, but despite its bureaucratic appearance, the form was devised to show clearly the information needed in the assessment and to produce relevant answers. Hitherto very lengthy, elaborate and expensive statements were submitted that were both costly to assess and costly to applicants in terms of unwarranted trouble and expense. Applicants are of course free to provide supplementary information if they wish, but before embarking on any extensive and expensive exercise it would be better to consult this office.

In a few instances, particularly submissions in respect of technological innovation, concern has been expressed about the confidential nature of the information provided. Those having doubts on this score may be re-assured. All applications are kept entirely within the control of the Office of The Queen's Award to Industry which although situated in the Department of Trade and Industry building is independent and responsible only to the Head of the Civil Service, who is the Chairman of the Advisory Committee. Details in applications are seen only by members of the Committees and a number of assessors and specialists within the public service on a confidential and 'need to know' basis.

A criticism of the scheme featured recently in the press is that Awards are granted to companies who in the eyes of the City have not done well in terms of earnings growth and return on capital employed. The report on the review of the Award scheme by Lord McFadzean's Committee in 1970 specifically stated that the scheme is not concerned directly with the prosperity of the industrial unit itself or the return to its shareholders or employees, or the benefits of its operations to consumers, and that the Award should continue for the time being to be related to outstanding achievement in exports or in technological innovation, and in these alone. But it follows that an applicant

(*continued on page vii*)

Criteria for the Award

'A SUBSTANTIAL and sustained increase in export earnings to a level which is outstanding for the products or services concerned and for the size of the applicant unit's operations. Account will be taken of any special market factors described in the application. Applicants for the Award will be expected to demonstrate the basis of the achievement (eg improved marketing organisation or new initiative to cater for export markets) and this will be taken into consideration. Export earnings considered will include receipts by the applicant unit in this country from its exports of goods produced in this country, and its provision of services to non-residents, after deduction therefrom of overseas expenses incurred other than marketing expenses. Income by profits (after overseas tax) remitted to this country from the applicant unit's direct investments in its overseas branches, subsidiaries or associates in the same general line of business will be taken into account, but not receipts by profits on other overseas investment or by interest on overseas loans or credit.

'A SIGNIFICANT advance leading to increased efficiency, in the application of technology to a production or development process in British industry or the production for sale of goods which incorporate new and advanced technological qualities.'

The Award is made by the Queen on the advice of the Prime Minister, who is assisted by an advisory committee which includes representatives of industry and commerce, the trade unions and the engineering institutions. The advisory committee is served by two subordinate committees of civil servants (including specialists): one examines applications based on export achievement, the other applications based on technological innovation.

The Award is applied for on the official form provided by The Office of The Queen's Award to Industry. Forms are usually available at the beginning of August each year and are accompanied by a booklet of guidance notes to help applicants complete the form.

It's good to be first.

British Caledonian Airways (Charter) Limited have just won The Queen's Award to Industry.

We are the first independent airline in Britain to be so honoured.

The Queen's Award symbol goes very well with our Lion Rampant which has become famous all over the world in the field of low cost, high quality transportation.

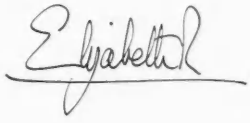
BRITISH CALEDONIAN AIRWAYS
(CHARTER) LTD.

London Airport, Gatwick, Horley, Surrey. Tel: Crawley (0293) 30141

is unlikely to succeed if there is any doubt, through a decline in an applicant's financial fortunes, that the level of exports cannot be sustained.

One last word about applications in respect of technological innovation. A number of applicants fail to provide evidence that the innovation has been taken successfully into commercial production or operation and as a result the application is likely to be considered premature by the assessors. Applicants may be told this and advised to resubmit an application in following years, but it is disappointing to realise that the time spent in preparing an application has been a waste of effort.

We of the Office of The Queen's Award to Industry are available to discuss the scheme or the questions in the application form in person, by telephone or by letter at any time, but for obvious reasons this is not possible after October 31, the last date for applications, until April 21 the following year, when the Awards are announced.



ELIZABETH THE SECOND,

by the Grace of God of the United Kingdom of Great Britain and Northern Ireland and of Our other Realms and Territories Queen Defender of the Faith, to

Greeting!

We being cognisant of the outstanding achievements of the said body as manifested in the furtherance and increase of the Export Trade of and in Technological Innovation in Our United Kingdom of Great Britain and Northern Ireland, Our Channel Islands and Our Island of Man and being desirous of showing Our Royal Favour do hereby confer upon it

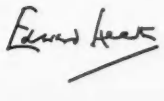
THE QUEEN'S AWARD TO INDUSTRY

for a period of five years from the twenty-first day of April 1972 until the twentieth day of April 1977 and do hereby give permission for the authorised flag of the said Award to be flown during that time by the said body and for the device thereof to be displayed upon letters and communications of the said body and upon its packages and goods and in other ways in the manner authorised by Our Warrant of the thirtieth day of November 1965 as amended by Our Warrant of the twenty-ninth day of March 1971.

And We do further hereby authorise the said body during the five years of the currency of this Our Award further to use and display in like manner the flags and devices of any former such Awards by it received.

Given at Our Court at St. James's under Our Royal Sign Manual this twenty-first day of April in the year of Our Lord 1972 in the Twenty-first year of Our Reign.

By the Sovereign's Command



1972
THE QUEEN'S AWARD TO INDUSTRY

won by Metals & Alloys (Birmingham) Ltd

Metal Powder Division

ATOMISED METAL POWDERS
We are a leading world producer of atomised aluminium and magnesium powders.

ZINC OXIDE
We are an important U.K. producer of high grade ZINC OXIDES.

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CENTRIFUGAL CASTINGS
Available in ferrous and non-ferrous alloys from about 75mm to 1750mm diameter and up to about 2500mm long.

CONTINUOUSLY CAST IRON ROD AND BAR
This is available in round, rectangular and shaped section up to 300mm cross section.

Cylinder Liner Division
Cylinder Liner castings, semi-finished and finished liners in a range of iron alloys.

We will be pleased to supply data sheets, prices and any other information about any of these products.

Metals & Alloys (Birmingham) Ltd
Minworth, Sutton Coldfield, Warwickshire, England.
Tel: 021-351 1104. Grams: Emanay, Sutton Coldfield.
Telex: 338961

THE QUEEN'S AWARD TO INDUSTRY

has been conferred upon

TAYLOR WOODROW INTERNATIONAL LTD

in recognition of outstanding export achievement

This is the second time that the Group has been honoured. In 1966 the award was to Taylor Woodrow Limited on behalf of Taylor Woodrow Construction Limited for technological innovation in the development of the Taywood Pilemaster and to Taylor Woodrow (Building Exports) Limited for outstanding export achievement.

TAYLOR WOODROW

The world-wide team of engineers, constructors and developers

For your next overseas project please contact Eric A. Dilley B.Sc., Taylor Woodrow International Ltd., Western House, Western Avenue, Ealing, W5 1EU. (Tel: 01-997 6641, Telex 23503). For the UK, Robert G. Smith, A.I.O.B., Taylor Woodrow Construction Ltd., 345 Ruislip Road, Southall, Middlesex. (Tel: 01-578 2366, Telex 24428)

A special air of respectability

by A. L. Craven,
Managing Director, Medelec Ltd.

Company:	Medelec Ltd.
Address:	Woking, Surrey
Product:	Electro-physiological equipment
Labour force:	Over 100
Current turnover:	£600,000
Exports:	80 per cent
Chief markets:	N. and S. America, Europe

To a company that started life literally 'on the kitchen table' any genuinely earned status is a very desirable thing. Medelec Ltd., formed in 1956 by the present directors, certainly has achieved an enviable and world-wide reputation in the field of diagnostic electro-physiological equipment.

In the early years painstaking efforts were made not only to design and develop new products, but a continuous study of the users' real requirements was carried out which resulted in a range of units which more than covered the known techniques.

With the ready acceptance of our own equipment in the UK market, it soon became obvious that the overseas requirements could well be enormous, and steps were taken to appoint suitable agents and associates all over the world. In almost all cases these were arranged personally, as it was vital that any company acting as our exclusive representative in a foreign country had adequate staff and service facilities, and the only way to make certain of their true situation was to see them in action on their home ground. As a direct result of this policy our export sales have risen to a level of over 80 per cent of our total production, and this figure has been maintained for many years.

It is not difficult, therefore, to understand our reasons for entering for the Queen's Award to Industry.

Principally, any award given under the auspices of the Crown must inevitably be very carefully administered, and therefore should be of far more significance.

For us, therefore, it held a challenge which we felt was within our capabilities, and for which our practical achievements made us clearly able to qualify. After all, here was a special kind of award for the very things in which we undoubtedly excelled—export performance and technological excellence. The recognition of our efforts and performance was therefore the main initial spur. As the years passed—for us unsuccessfully as far as the Award was concerned—it became much more of a personal thing, and many inquests were held within our company to determine the reasons for our seeming lack of success.

When our efforts were finally rewarded the effect on morale was tremendous. Every single member of our company gained a few inches on that day. We were able to keep the news from everyone until the official day of announcement, and the whole staff was assembled as soon as they arrived. Only a few guessed the real reason for the assembly, and the spontaneous cheers that greeted the announcement were more than sufficient proof of the surprise and delight. Clearly in a unit of our size the winning of this Award means so much more, particularly as the majority of our staff are in daily contact with our current events. An extra day's holiday was given to all, and plans were begun in earnest for the presentation ceremony.

Mr. A. L. Craven, Medelec managing director, examines the Queen's Award to Industry manual with technical director Peter Styles (left).

The very best we could manage

To us, this had to be the very best we could manage. After all, there is only one 'first time' for this kind of recognition, and the aim was to organise the event in such a way that no one could possibly complain about anything. I think we achieved this without a doubt. Naturally, we invited many of our friends and particularly our overseas associates, whose wholehearted co-operation had contributed so much to our success. This, plus the fact that our entire staff attended the function and the champagne buffet luncheon that followed, made the total involvement of everyone complete.

We are now preparing a complete dossier of events, which will include a photo-reproduction of the scroll, transcripts of the few short speeches and a number of relevant photographs taken during the occasion. These will be sent to every one of our overseas associates, together with copies of the local newspapers which carried full page articles. We feel in this way our agents will have a permanent record of an event in the history of the company they represent, which certainly can in many cases be of inestimable value in helping to create a combined image.

I have asked all our associates for their own thoughts and ideas as to the value of the Queen's Award to them, and how they would use the news of our success to our mutual advantage. For the most part their reactions are what one would expect. They would all like the full details of the ceremony, and they will circularise their existing and likely customers. They certainly want to see the emblem on all our equipment, and indeed any paperwork would automatically carry the symbol. One, in fact, wants to have 'a luxurious engraving of the Award on a small metal plaque placed on every new unit and all previously sold units'.

Some of our associates, for example in countries like Italy, Belgium, Holland and Spain, will make a special effort in terms of advertising the Award in appropriate journals as well as by

(continued on next page)

Rosedowns plant and equipment is working the world over!

Rosedowns' experience as manufacturers, designers and consultants in the animal, vegetable, marine oils and fats industry has accounted for extraction and processing plant and equipment in one hundred countries in as many years. Rosedowns are equipped to supply individual units of plant and equipment as well as complete turnkey plants producing cooking oils, soap, margarine and hardened fats from all edible oil-bearing materials.

Rosedowns and experience go hand in hand — all over the World!

ROSEDOWNS

THE QUEENS AWARD TO INDUSTRY 1971

ROSE, DOWNS & THOMSON LTD.
Cannon Street, Hull, England.
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Medelec's electrical response audiometer in use in an Italian hospital. The equipment is designed for use in the treatment of patients with bad hearing and does not depend on the co-operation of the patient.

direct methods, and will link their names as agent with our own.

If we have had any comments of a doubtful nature, they have come from countries who have, at the moment, unfavourable trade balances, and naturally any publicity of another country's success in exports to the detriment of their imports could have unfortunate results. It is, of course, regrettable that one of the two largest continents that we are supplying at the moment—one in a westerly direction—even deems the publication of our Award in any way to be 'less than propitious at this time'.

I think the major criticism of the whole Award scheme as far as other countries are concerned is the very real lack of knowledge, awareness, and appreciation of what it really means. While it can be readily seen that certain territories have perhaps special reasons for their not knowing or not wanting to know the background of the scheme, it is disappointing to find that many of the Commonwealth countries are lacking in a similar way, and many have the same viewpoint, to the effect that the Award scheme is not sufficiently well publicised as to its exact meaning, and therefore its effect is more limited than need be. In fact, regrettably, some of the Gold Awards that are given for various performances on the Continent seem to carry far more weight, and from what I can gather they also benefit from a higher degree of publicity.

There is no doubt that the Award scheme in principle is highly desirable, and the biggest problem confronting the selectors must surely be their method of appraisal from company to company. The fact is that those companies with whom we have personal contact and who are also Award winners are in every way as keen as we are to enter and win as often as possible.

From the company image point of view, every one of our many associates—and we are represented in 28 countries—without exception have contacted us in a variety of ways with glowing tributes, and undoubtedly this success will make it very much more easy to select good and reliable agents either in territories where we are at present poorly represented or not at all at this present time.

In conclusion, although we may not have consciously considered the Award to have made any marked additions to our export sales, it has above all things given our company a special air of respectability and stature which can be achieved in no other way.

Recognising the value of invisibles

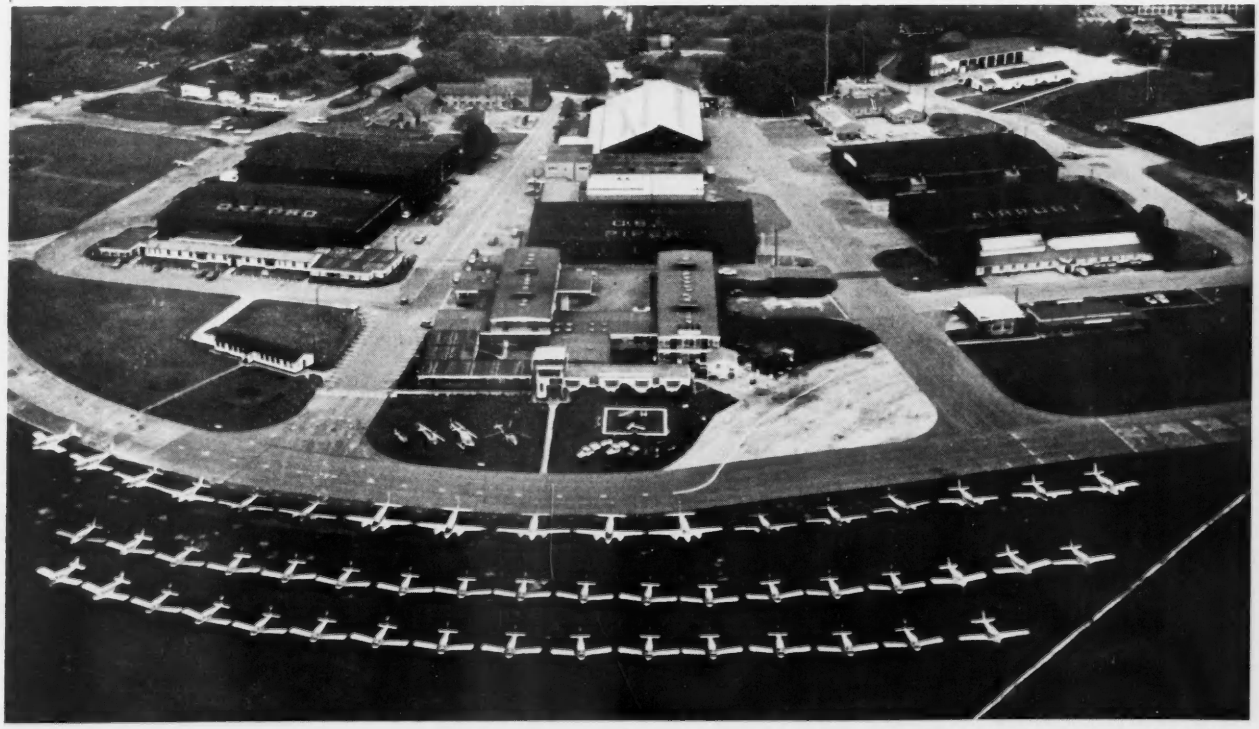
by Sir Cyril Kleinwort, chairman, Committee on Invisible Exports

IT has gratified me very much to see invisible exporters successfully applying for the Queen's Award to Industry during the past two years. The Committee on Invisible Exports has, for a long time, been pointing to the massive contribution which the services sector makes to Britain's total export earnings. And the 'invisible' winners of the Queen's Award since 1971 are concrete evidence of the outstanding performance in exports that some individual firms and units in the services sector have achieved.

But these achievements should surprise no one. The earnings of the invisible exporting sector, in total, and in its parts, have been a success story over the recent past. In the five years, gross invisible earnings have increased by over £2,000 million, with a £400 million increase in net earnings. In 1971 the total of invisible earnings made up nearly 40 per cent of Britain's foreign income. Some areas of invisible exporting are particularly dynamic: we have all been impressed with the record of the insurance industry which increased its foreign earnings by five times in the five years from 1966. I firmly believe that in today's world Britain's service industries are strongly competitive at home and overseas and will continue to maintain a large flow of foreign receipts.

In 1972 there were 10 Award winners from among the ranks of invisible exporters. They ranged from a pilot-training school and a firm of consulting engineers to a company specialising in the service of offshore oil installations. Companies in the transport field—shipping and civil aviation—were especially well represented. The winners included the smallest company to receive the 1972 Award—Aviation and General Insurance. This company, cited for 'export achievement,' trebled its net earnings of overseas currencies in the past three years to reach the equivalent of around £3 million per annum. And all this with a staff of 50, which increased by only six over the period. In another field altogether, the Paterson Ewart Group won the Award for export achievements by the foreign sales performance of its commodity subsidiaries operating in such markets as cocoa and rubber, as well as by record turnover from its fur auction house in London. These examples give an idea of the great diversity of services provided by invisible exporters; from banking to shipping, from commodity broking to tourism, from consulting engineers to oil-industry investment, the list is almost endless.

Yet I am still not satisfied that invisible exporters are doing themselves justice. The number of firms applying for the Award since they were eligible two years ago has been smaller than is warranted. Let me emphasise at this point that application is simple, and that any firm or 'unit' of a firm (including a department or section) earning receipts by the sale of services to foreigners is eligible for the Queen's Award to Industry. No firm or unit of it should feel deterred by the smallness of its size or unusualness of its activities, from applying. I hope very much to see more holders than ever of this coveted Award in 1973 from the invisible exporting community.



The first educational establishment to gain a Queen's Award was the Oxford Air Training School, which during 1971 earned over £700,000 in invisible exports. The fleet of nearly 70 Piper aircraft makes the school one of the largest privately owned professional pilot-training establishments in Europe. Forty-six airlines and government bodies from 62 countries have sent their staff to Oxford for training. The school, a subsidiary of CSE Aviation Ltd., uses the small airfield at Kidlington where there are more aircraft movements than anywhere bar Heathrow.

Rowntree Mackintosh

1972

THE QUEEN'S AWARD TO INDUSTRY, 1972
FOR EXPORT ACHIEVEMENT

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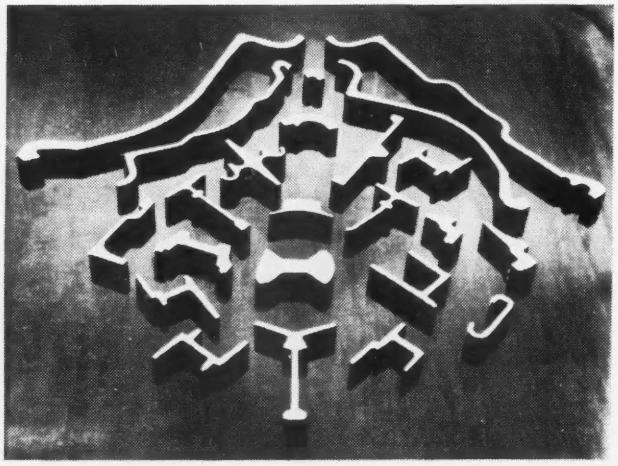

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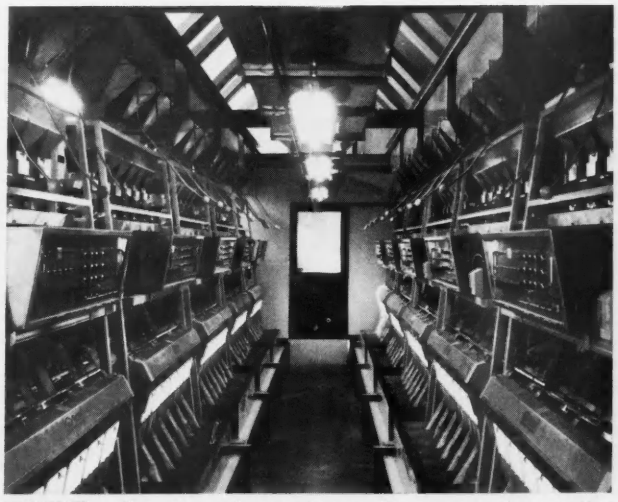
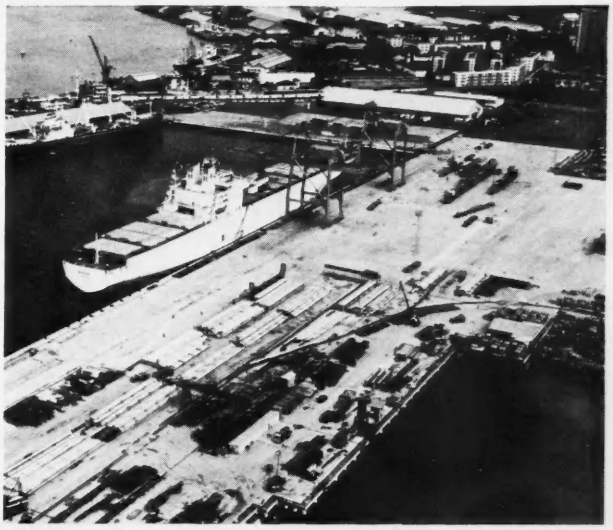
Picture survey of Award-winners

—from electronics to civil engineering . . .

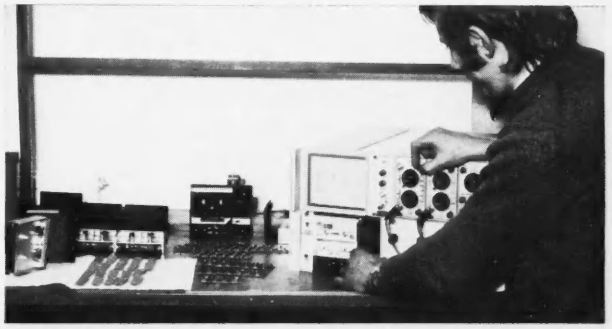
An expeditionary group in the Australian outback uses Racal Mobilcal equipment to keep in touch with civilisation. Racal Mobilcal Ltd. has achieved three consecutive Queen's Awards for export achievement, consistently recording exports of 99 per cent of production. The company's range of HF and VHF manpacks now in service in some 120 countries, being widely used by military, police, customs and civilian groups. Only employing 180 people at its Reading factory, Racal Mobilcal had increased its turnover 20 times up to this year.



Electronic colour-sorting machinery—seen here sorting rice in Japan—was developed by Gunson's Sortex Ltd. and Awarded this year for export performance. Equipment has gone to Cuba for coffee-sorting, South Africa and Sierra Leone for diamond-sorting using X-rays, Greece for magnesite-sorting, and Egypt for rice-sorting. The company was previously honoured in 1968 for its export and technological performance.

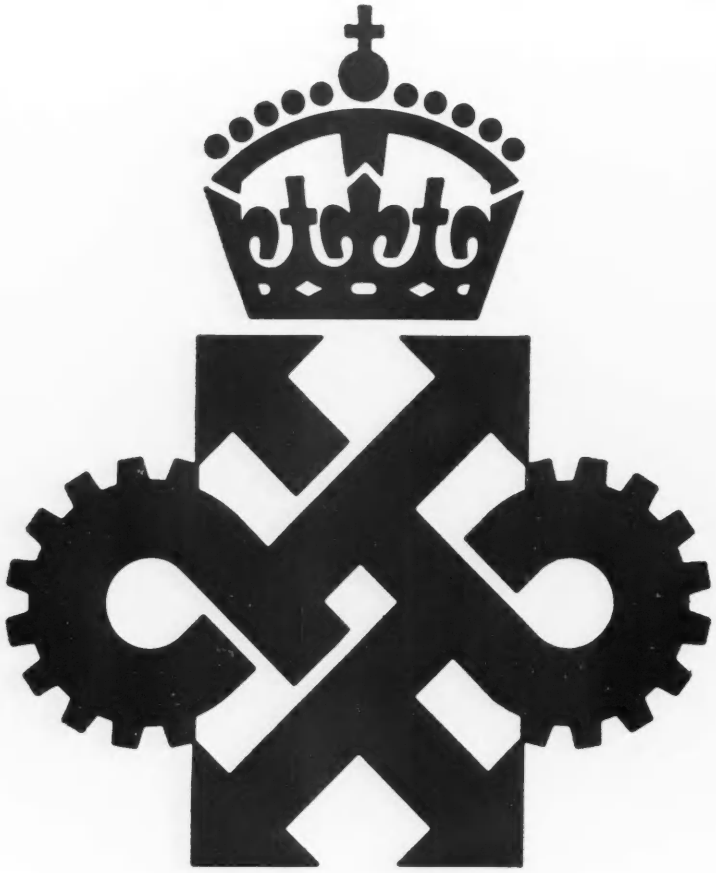


The first container ship docks at East Lagoon Wharves, Singapore, coinciding with the presentation of a Queen's Award this year to Taylor Woodrow International Ltd. for their work overseas in engineering, construction and development. The £10½ million Singapore scheme is part of the company's current involvement round the world.



A miniature analog tap-recorder on test at the works of Oxford Instruments, specialists in cryogenics and superconductivity who have won Awards in 1967 for technical innovation and in 1972 for export achievement. With over 70 per cent of production going to export, the company opened a new 12,000 sq. ft. factory in July. The tape-recorder is designed for situations that demand precise and reliable recording of environmental data.

The Lygon Arms, a 16th-century coaching inn in Worcestershire, was among the first 'invisible' winners of the Queen's Award in 1971. Three extensive tours by the managing director to North America in the 60s helped build up the hotel's extensive tourist business, which now accounts for an estimated 32 per cent of turnover. 'The Award has been a great benefit to the Inn,' says managing director D. J. Barrington.



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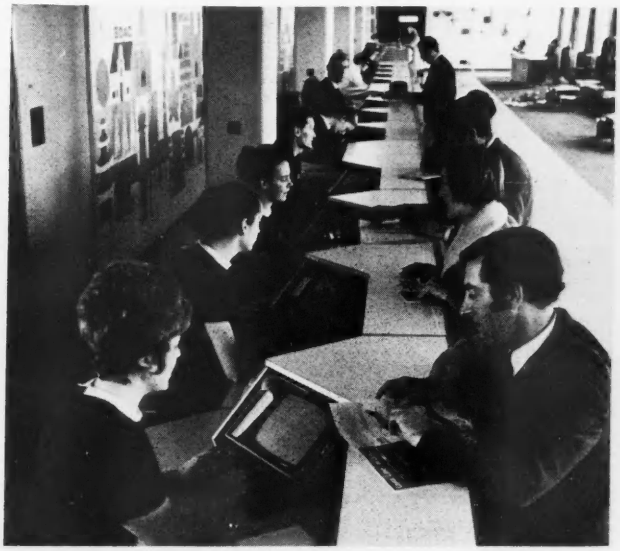

Cathode-ray tube display units at the BOAC terminal in central London provide instant information on seat and service situation, enabling any vacant seat to be booked and confirmed within three seconds. The installation of the computer system that controls booking—Boadicea—won the airline its second Queen's Award in 1972. The world's first fare-construction and ticketing system is now being developed for international airlines. Boadicea has won many export orders.

An average annual increase of 53 per cent on export figures was achieved by Model Toys Ltd., the makers of Timpo toys, in the five years prior to their being recognised by the Queen's Award scheme. Over 60 per cent of the sales now go abroad to over 40 countries. The company developed their own overmoulding machines to produce high-quality, multi-coloured toy figures in plastics. The system avoids painting completely.

A Badger Major slicing into the ground at the start of laying a 300 mm sewer pipe. The development of trenchless pipelaying won Hudswell Yates Developments Ltd. an Award in 1970, since when they have developed the technique further. Many million metres of pipe have been laid in the past few years both in this country and in North America and Europe. Current development includes a bolt-on linkage to convert standard crawler-tractors into trenchless pipelayers, and the company is involved in negotiations for export work in Egypt, Iraq and the Middle East, as well as trying to break into the USSR market.

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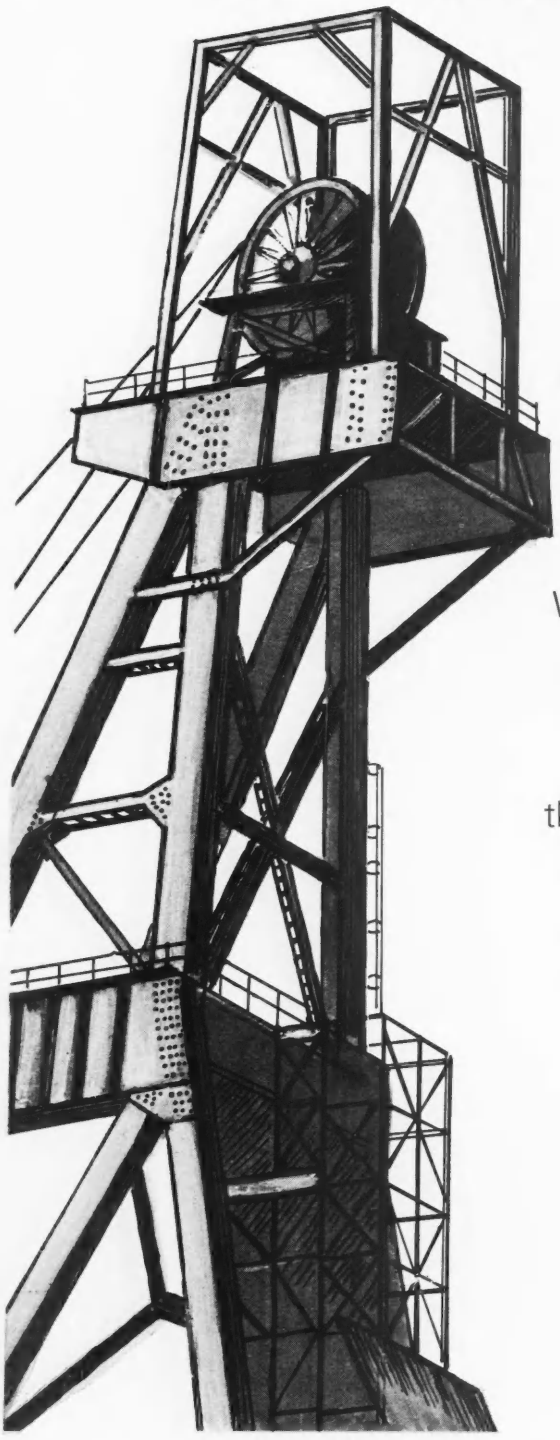

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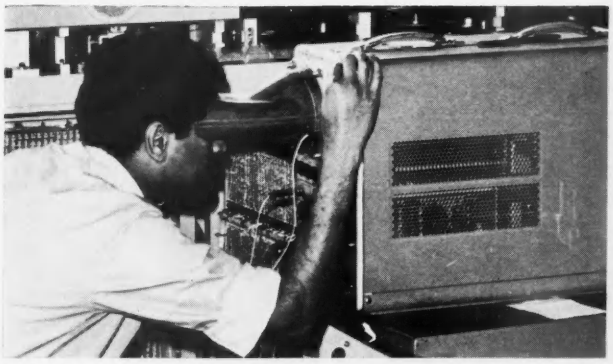
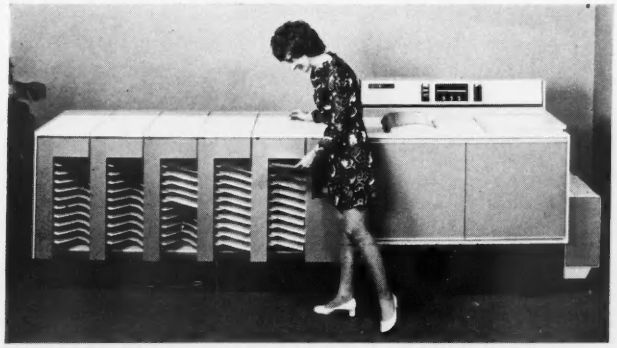


This year Crosfield Business Machines Ltd. won their first Award—for technological innovation—with high-speed document feeding-and-sorting machines. From early machines installed at the Post Office to sort postal orders, Crosfield started on a system to read lottery coupons and achieved considerable success in Holland, Germany, Spain, Norway and Indonesia. Turnover of the company—with just over a hundred staff—has topped the £1,000,000-mark with exports taking a prominent role.

Ayala Designs Ltd. achieved an Award this year for their export record in motorway restaurants and replica pubs. Specialists in exporting 'atmosphere', the company began in 1955 with the provision of a British pub at the Tel Aviv Fair. The picture shows the Oliver Twist at Ghent, Belgium. Ayala has a turnover of £500,000 annually, of which 98 per cent is earned abroad. All the products are made in this country and erected by the company itself, which employs 80 people.



The Rank Xerox 3600 is the fastest in the company's range of copiers/duplicators. The organisation has received Awards in 1966, 1971 and 1972 for export achievement, increasing its exports in the year ending June 1971 by 24.5 per cent of the previous year, to over £48 million. Operating branches in 25 main markets handles exports to 36 countries.

In 1970 British European Airways received an Award for their technological innovation of automatic landing. All BEA's Trident Threes are delivered with the latest Autoland equipment that will enable them to make automatic landings with 300 m. visibility throughout the BEA network this winter once ground equipment has been installed. Trident One jets, seen in the hangars, are now being fitted to enable them to make the same 'blind' landings. The Aviation Division of Smiths Industries Ltd. won an Award in 1966 as the company that developed the Autoland system. The Hatfield division of Hawker-Siddeley Aviation Ltd. were also recognised for their work on Autoland, installed in the Hawker-Siddeley Trident.

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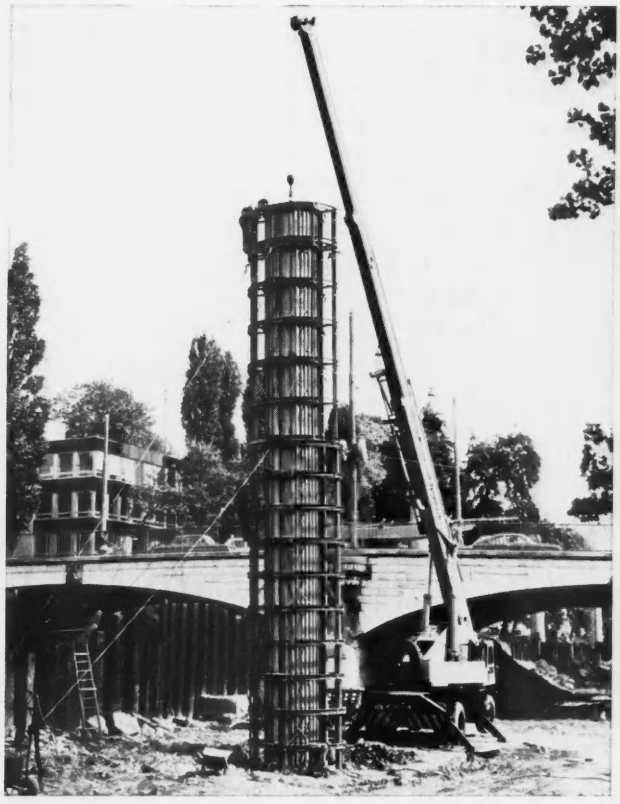
. . . to cranes and horror films



A Coles 120T truck-mounted telescopic boom crane working on a Swiss construction site. Coles Cranes Ltd. have won three Awards for exports, and this year the 3,700 employees of the company received tankards and notecases in recognitition of the achievement. For the period of the latest Award, exports went up by 71 per cent.

Hammer Film Productions Ltd. were recognised by the Queen's Award scheme in 1968 for their export performance with their well known horror films, often starring Peter Cushing and Christopher Lee.

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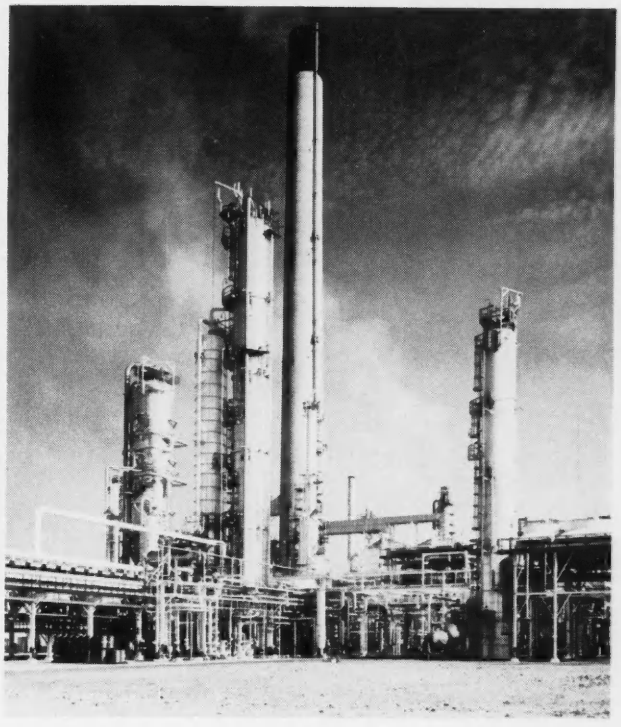

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The 1973 Awards will be made to those U.K. based firms or organisations producing goods or providing a service which can show, for their size, the most outstanding achievement in increasing exports or in technological innovation.

The eighth annual list of Award winners will be announced on The Queen's personal birthday, 21st April, 1973.

For full information about eligibility, application forms and guidance notes, get in touch with The Secretary, The Office of The Queen's Award to Industry, 1 Victoria Street, London, SW1H 0ET. Telephone 01-222 2277. Telex 27366.

The closing date for applications is 31st October, 1972.